



Communities That Care

Community Plan Implementation Training

Funding the
Community
Action Plan

Participant's Guide

Module 2

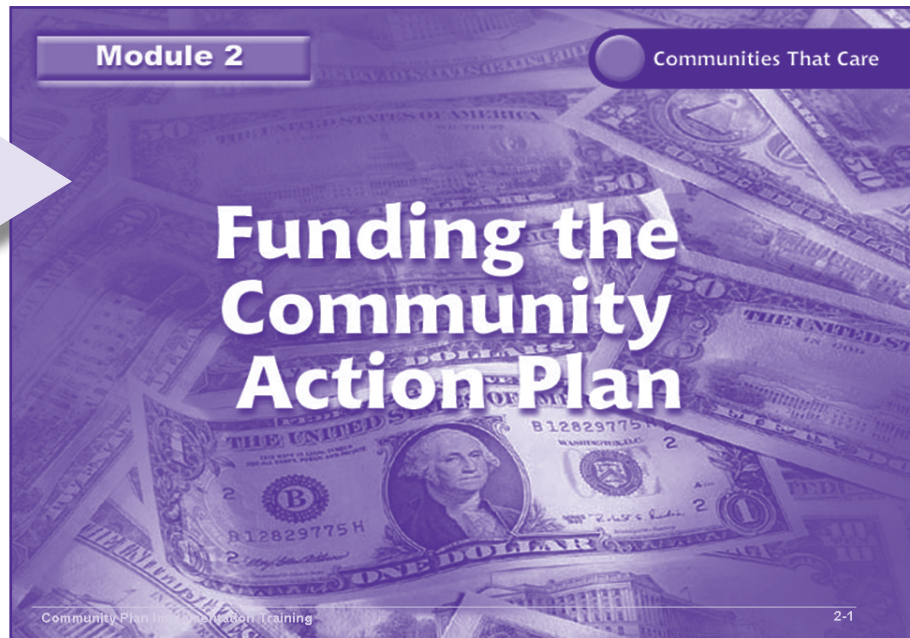
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Notes

Phase Five: Implementing and Evaluating the Community Action Plan Communities That Care

- Module 1** Overview
- Module 2** Funding the Community Action Plan

Milestone: Implementers of new programs, policies and practices have the necessary skills, expertise and resources to implement with fidelity.
- Module 3** Ensuring High-Fidelity Implementation

Milestone: Implementers of new programs, policies and practices have the necessary skills, expertise and resources to implement with fidelity.
Milestone: Implement new programs, policies and practices with fidelity.
- Module 4** Evaluating Participant Outcomes

Milestone: Conduct program-level evaluations at least annually.
Milestone: Conduct community-level assessments at least every two years.
- Module 5** Next Steps

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WE ARE
HERE.

Notes

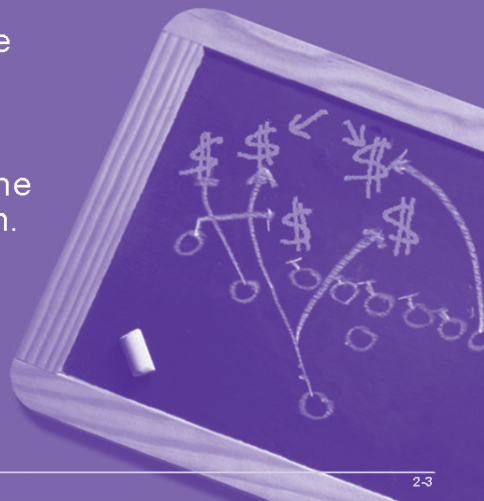


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Module 2 goal

Communities That Care

The goal of this module is to help the Community Board identify and implement strategies for funding the Community Action Plan.



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Notes

Objectives

Participants will be able to:

1. Describe the elements of an effective funding plan.
2. Identify strategies for aligning existing funds with the Community Action Plan.
3. Identify strategies to raise new funds to fill gaps.



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Notes



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Strategic funding plans:

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- Begin with desired outcomes
- Consider short- and long-term funding needs
- Maximize existing resources
- Draw on a variety of funding sources.



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Notes

Steps to effective funding:

1. Establish outcomes.
2. Assess the cost of implementation.
3. Assess current resources.
 - Examine agencies' and community's current budget and allocation methods.
 - Identify ways to tap into existing funds to finance the plan.
4. Raise new funds to fill gaps.

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Notes



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Outcome-based budgeting

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Flexible and responsive

- Efficient
- Effective

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Notes



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Notes

Community Action Plan Budget Worksheet					
Program	Year 1 total cost	Year 2 total cost	Year 3 total cost	Comments	

Tapping into existing resources

- Work within existing funding streams and budget structures to realign funds.
- Create results-based, flexible funding streams.



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Working with existing funding streams

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Establish collaborative agreements.

- Find ways to realign funds and share resources.
- Realign funds in the community budget, when possible.



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Notes

Establishing collaborative agreements

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Identify collaborating agencies and establish:

- shared goals
- responsibilities
- activities.



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Notes

Collaborative Agreement Worksheet

1. List the collaborating agencies.

2. List the programs these agencies will be collaborating on.

3. List the shared goals and objectives of the collaborative.

4. List the key responsibilities of each agency.

Maximizing resources

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- Use the Agency Resources Allocation Worksheet to evaluate your agency's activities against community priorities and desired outcomes.
- Use the Maximizing Agency Resources Worksheet to identify resources your agency can contribute.
- Work with collaborating agencies to fill out the Coordinating Resources Worksheet (identify resources and gaps).

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Notes

Agency Resources Allocation Worksheet

Directions

Use the chart below to create an inventory of all the programs and activities your agency is involved in and how resources are allocated in your agency. In the priority column, note whether the program or activity addresses any of your community's priority risk or protective factors, and if so, which ones.

Program/activity	Primary goal and target audience	Total annual cost	Priority risk or protective factor?

Maximizing Agency Resources Worksheet

Directions

1. Review the resources required for the program(s) your agency will be involved in implementing. These can be found in your Community Action Plan.
2. Use this worksheet to list any resources your agency could contribute toward the new program(s) your agency will be involved in implementing. In the space provided, describe how you propose the resource be reallocated to support the new program.

Program: _____

Agency: _____

Staffing

Supplies and materials

Equipment and facilities

Administration

Transportation

Cash

Other

Coordinating Resources Worksheet

Program:

Implementing agencies:

	Description	Cost	Agency that will provide (indicate in-kind or cash)	Gaps
Staffing				
Supplies and materials				
Equipment and facilities				
Administration				
Training and technical assistance				
Staff substitutes				
Transportation				

Reallocating community funds

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- What are the major funding streams coming into the community for children/family programs?
- How are these funds currently being used?
- How much flexibility is there for local allocation?
- Who are the decision-makers?

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Notes

Community Funding Streams Worksheet

Directions

For each funding source, fill in:

Programs funded—
List the local programs
the money is currently
allocated toward.

Annual allocation—
List the amount of
funding provided for
each program.

Flexibility—Try to find out
how much local flexibility
is allowed in allocating
the funds.

Authority—Find out
who has the authority to
change the way these
funds are allocated in
your community.

Funding source	Programs funded	Annual allocation	Flexibility	Authority

Evaluating allocation strategies

- How does the proposed allocation fit with the funding program's goals?
- Will another program have to be cut or eliminated?
- How will the allocation strategy help the community achieve its vision?

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Notes

Allocation Strategy Assessment Worksheet

1. Describe the reallocation strategy.

2. How are the funds currently allocated?

Amount/Program/Agency: _____

Amount/Program/Agency: _____

3. Who makes the allocation decision?

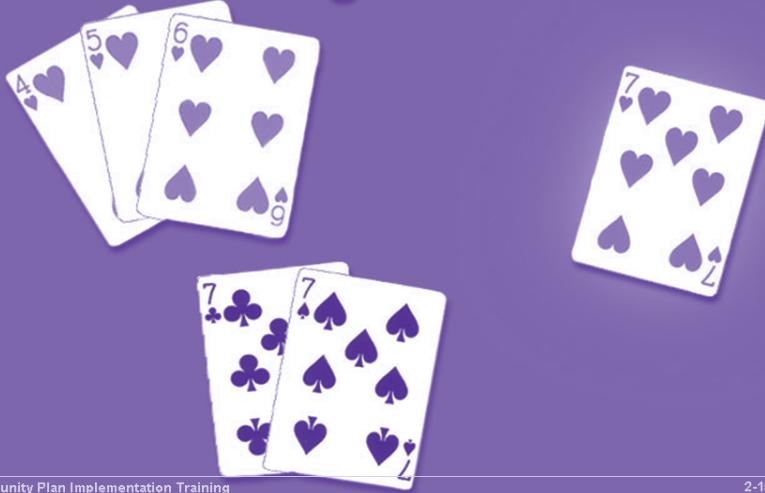
4. How does the proposed allocation fit with the goals of the funding program?

5. Would another program have to be cut or eliminated as part of this strategy?

6. How would the proposed allocation help the community achieve its vision?

Creating blended, flexible funding streams

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Elements of decategorization

- Central fund for children/family services
- Outcome-focused funding guidelines
- Local flexibility to allocate funds as needed



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Administrative-level changes

Might include:

- changing local allocation guidelines
- obtaining waivers from categorical funding streams
- changing policies and approaches in the executive branch
- creating local children's fund.

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Notes



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Legislative changes

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Might include:

- removing categorical restrictions on state funds
- creating a central children's fund
- mandating outcome-focused planning and budgeting.



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Pilot projects

- Gradual approach to changing allocation systems
- Easier to get leadership support to implement gradually
- Allow you to demonstrate successes and challenges



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Do we need to change the funding structure?

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Does the existing structure provide enough flexibility and support to sustain the *Communities That Care* effort?

- Does the current leadership support the proposed change?
- What level of change is required (administrative or legislative)?
- Is the community ready for full-scale change?

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Activity:
**Assessing readiness
for change**

1. Answer the questions on the Readiness for Decategorization Worksheet.
2. Flag questions you can't answer for further investigation.
3. Develop a work plan for investigating flagged questions.

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Notes

Readiness for Decategorization Worksheet

1. Current political climate

Are local political leaders and other top decision-makers in favor of decategorization?

What about state-level leaders (governor, legislators, etc.)?

Has decategorization been tried before in your community or state? If so, what were the results?

Is the *Communities That Care* system supported at the state level, or is this a purely local initiative?

Other comments about the political climate in relation to decategorization:

2. Administrative-level change or legislative change?

To what extent do local administrators have the authority to create blended, flexible funding streams?

Do laws or regulations at the state level encourage flexibility/decategorization at the local level?

If so, what regulations need to change at the local level to take advantage of this?

3. Full-scale or phase in?

Are agencies already cooperating well together and trying to share resources?

Is there a lot of political resistance to implementing full-scale decategorization?

Are certain parts of the community more ready to implement decategorization than others?

4. Summary

Recommendations:

Areas for further investigation:

Building support for change

- Key Leaders
- Agency staff

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Fundraising strategies

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- Traditional grants
- In-kind contributions
- Fee-for-service
- Tax revenue
- Fundraisers



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Tips for successful grant writing

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- Research potential funders before writing the proposal.
- Have Key Leaders contact funders.
- Develop proposals tailored to the funders.
- Use data to demonstrate need.
- Emphasize that the program is tested, effective.
- Include evaluation plans.

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Notes



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For more information

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Check the funding resources section of Web site for:

- public and private funders interested in youth development
- current opportunities
- grant-writing tips
- links to grant-writing resources.

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Strategic funding plan

- Short- and long-term funding needs
- Allocation recommendations
 - within current funding streams
 - by creating flexible funding streams
- Strategies for raising new funds

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Notes



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Next steps

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- Investigate strategies for maximizing existing resources.
- Identify strategies for raising new funds.
- Propose funding plan to full Key Leader Board.
- Develop a work plan to:
 - implement reallocation strategies
 - develop grant proposals
 - implement other fundraising strategies.

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Notes

Funding Work Plan

Task	Assigned to	Due Date
Complete the Community Action Plan Budget Worksheet.		
Establish collaborative agreements.	All collaborating agencies	
Complete Agency Resources Allocation Worksheet and Maximizing Agency Resources Worksheet.	All implementing agencies	
Complete the Coordinating Resources Worksheet.	Collaborating agencies	
Complete Community Funding Streams Worksheet.		
Brainstorm and assess realignment strategies.	The Community Board	



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Phase Five: Implementing and Evaluating the Community Action Plan

Communities That Care

Module 1

Overview

Module 2

Funding the Community Action Plan

Module 3

Ensuring High-Fidelity Implementation

Module 4

Evaluating Participant Outcomes

Module 5

Next Steps

Milestone: Implementers of new programs, policies and practices have the necessary skills, expertise and resources to implement with fidelity.

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Milestone: Conduct program-level evaluations at least annually.

Milestone: Conduct community-level assessments at least every two years.

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NEXT
UP

Notes